

Building an employer branding in a regional office – good practices of the Statistical Office in Kraków

Agnieszka Szlubowska (Statistics Poland, Poland)

e-mail: A.Szklubowska@stat.gov.pl

Abstract

The strong employer branding allows to provide a higher level of customer service and is one of the most important indicators of an organization's value. A strong brand positions the employer among the ideal companies and makes it easier to attract and retain talent. Employer branding is an extremely important factor in the success of an organization. Companies with a strong employer image can hire the most talented employees, have lower turnover, lower absenteeism rates, a more engaged and satisfied team of employees. The goal of employer branding is to build a consistent and positive image of the organization as an employer in the opinion of the company's employees, key candidates on the labour market as well as business partners, customers and other key stakeholders. The Statistical Office in Kraków, which is part of the system of official statistics in Poland is a modern institution conducting research, analytical and publishing activities, with a high methodological and analytical potential. Cooperation in the region is one of the strategic development areas of the organization. Activities carried out in the field of development of statistics and analyses, necessary for making appropriate development decisions and initiatives in the regions, are aimed at providing recipients with high-quality statistical products, specialist information and analytical services. In today's dynamically changing reality, the communication process is an extremely important process that determines the efficiency and effectiveness of the functioning of any organization. The transfer of information and the process of sharing knowledge have become priority areas in the life of every institution. Effective communication is the basis of good management of an organization, regardless of its size. It has a key impact on the culture of the organization. Communication is a two-way process, involving listening as well as speaking. The purpose of my presentation is to show the regional statistical office in Krakow and good practices in the field of employer branding as a factor of the organization's success.

CONTENTS

Introduction.....	3
1. Mission, vision and values - DNA of the Statistical Office in Kraków	3
2. Approach to identifying external risks	4
3. Approach to CSR.....	5
4. Employee Value Proposition (EVP).....	5
5. Utilizing digital marketing	8
6. Employees impact on the employer’s branding.....	8
7. Well-defined procedures of human resources management processes.....	8
Recruitment.....	9
Onboarding.....	9
Development and training management.....	9
Remuneration system and benefit packages	10
Motivating employees.....	10
Employee Relationship Management	10
Offboarding	10
Summary.....	11

Introduction

Employer branding is a process in which organization creates its image as an attractive workplace. In public administration employer branding can be implemented through various activities that attract both current and potential employees.

The aim of this paper is to present employer branding in the Statistical Office in Kraków, which is part of public statistics, one of 16 regional offices subordinate to the President of the Statistics Poland. Public statistics in Poland is based on a system of collecting, gathering, storing and developing data and announcing, sharing and disseminating the results of statistical research as official statistics. They serve to objectively and systematically inform society and public authorities about the economic, demographic and social situation of the country, as well as the state of the national environment. The role of public statistics is to ensure universal access to statistical data.

The recipients of public statistics activities are a wide range of users of statistical research and stakeholders. These include, among others, scientific communities, teachers, entrepreneurs, and public administration employees. Foreign and international entities also use statistical data. The results of public statistics research have a tremendous impact on the local community, non-governmental organizations, as well as the private and public sectors.

According to the recommendations prepared by the Task Team on the Future of Work under the HLG-MOS Capabilities and Communication Group, the following key elements influence employer branding:

- ✓ Mission, vision and values.
- ✓ Approach to identifying external risks.
- ✓ Approach to the Corporate Social Responsibility (CSR).
- ✓ Employee Value Proposition (EVP).
- ✓ Utilizing digital marketing.
- ✓ Employees impact on the employer's image.
- ✓ Well-defined procedures of human resources management processes.

When presenting examples of good practices in the field of employer branding in the Statistical Office in Kraków, I will refer to each of the seven elements.

1. Mission, vision and values - DNA of the Statistical Office in Kraków

The mission, vision and values of the Statistical Office in Kraków are key elements that define its purpose, aspirations and principles that guide it in its daily activities.

The mission is the main goal that determines why the office exists and what it strives for. It is a clear and specific definition of what functions the institution performs for citizens, what tasks it carries out and how it contributes to improving the quality of public life.

The mission of Statistical Office in Kraków is to provide reliable, credible, independent and high quality statistical information on the state and changes in society, economy and environment, responding to the needs of national and international users.

Our mission is written and communicated to all employees and partners on the corporate portal, on the website, in promotional materials, as well as during meetings with stakeholders.

The vision of the Statistical Office in Kraków is a picture of its future, to which it aspires. It describes how we would like to look in the long term and what results we want to achieve. The vision reflects the dream of an ideal state or a higher level of development that we strive for.

Based on the mission we have developed our vision - ***the Statistical Office in Kraków, as a modern unit conducting research, analytical and publishing activities, with great methodological and analytical potential.*** Our vision is written down and communicated to all employees and partners, among others on the corporate portal, on the website, in promotional materials, as well as during various meetings.

The values are a set of principles and norms that guide us in our daily activities. They set standards of conduct for officials and determine what features and behaviors are valued in our organization. They include elements such as ethics, professionalism, transparency, social responsibility, innovation.

The most important documents in which the principles that guide statisticians in Poland are the Constitution, the Act on Public Statistics, the Act on the Civil Service, the European Code of Statistical Practice, the Fundamental Principles of Official Statistics.

Each employee of the Statistical Office in Kraków takes an oath when starting work: *"I promise that I will perform my work for the benefit of public statistics with full integrity, in accordance with the professional ethics of a statistician, and I will keep the individual data obtained during its performance confidential from third parties."* The principles that guide us are: ***Professional Independence, Coordination and Cooperation, Mandate for Data Collection and Access to Data, Adequacy of Resources, Commitment to Quality, Statistical Confidentiality and Data Protection, Impartiality and Objectivity, Sound Methodology, Appropriate Statistical Procedures, Non - excessive Burden on Respondents, Cost Effectiveness, Relevance, Accuracy and Reliability, Timeliness and Punctuality, Coherence and Comparability, Accessibility and Clarity.***

Our values are written down and communicated to all employees and stakeholders.

2. Approach to identifying external risks

Identifying external risks in employer branding is a key element of employer branding management, because these risks can directly affect the office's reputation, its ability to attract and retain talent, and its competitiveness on the labor market. The approach to risk identification requires taking into account several aspects. Effective identification of external risks is aided by analyzing the market environment, monitoring public opinion and the media, analyzing technological trends, assessing regulatory and legal changes, cooperating with external partners, analyzing macroeconomic threats, community involvement and social responsibility. When analyzing the market environment, it is necessary to take into account changes in the labor market, market dynamics, changing trends, and preferences, e.g. the need for flexible working hours. It is important to systematically monitor competitors' activities in the field of employer branding. The offices that offer better working conditions, more attractive benefits, or development programs can attract the best candidates.

Demographic membership significantly affect expectations towards the employer. For example, younger generations, such as Millennials, or Generation Z, are more likely to look for employer with a strong social mission and values related to environmental responsibility. Taking care of employer branding requires constant monitoring of public opinion and the media. Risks may result from negative opinions of current and former employees. Negative opinions can spread quickly on social media and forums, which negatively affects the employer's image.

Technology also affects employer branding in several dimensions. Social media, platforms with reviews and online tools allow employees and candidates to easily share their experiences. Insufficient online presence or ill-considered digital communication can be a source of risk.

Investing in modern HR technologies (e.g. talent management systems, recruitment tools) is key to creating an employer brand. Employers that neglect to invest in modern HR technologies may be perceived as less innovative and attractive.

Changing law and employment regulations can have a direct impact on employer branding. Employers that do not adapt to new regulations or are perceived as being late in implementing them may risk a negative employer image.

Employers are increasingly focusing on their social responsibility (CSR) activities. Lack of involvement in pro-social initiatives can be a risk, as candidates often prefer employers that support social initiatives and engage in activities for local communities. Employers that do not take action to protect the environment or sustainable development may lose in the eyes of potential candidates. Unpredictable events such as pandemics, wars, natural disasters or global political changes can also affect employer branding. Employers that do not respond appropriately to these events may risk losing their reputation.

The Statistical Office in Kraków pays special attention to identifying external risks by systematic monitoring of the market, public opinion, technology, legal regulations, and social and economic trends. To minimize these risks, we not only respond to changing conditions, but also proactively take care of our image as an attractive employer, in line with the values and expectations of candidates. The number of employees in the Statistical Office in Kraków has been systematically decreasing in the years 2017-2024. The staff turnover rate at the end of 2023 was 12,38%. This was a value higher than the average in the public administration, which is due to, among other things, the specificity of the labor market in Krakow, better earning opportunities outside the administration, as well as the retirement of successive generations of workers. A gradual increase in the staff turnover rate is observed in subsequent years. The labour market in Kraków is more dynamic, competitive and diverse. In cities, it is easier to change jobs due to the greater number of offers and the variety of industries. The popularity of project work is increasing, which is conducive to frequent changes of employers.

3. Approach to CSR

Corporate Social Responsibility (CSR) and employer branding are two interconnected areas that complement each other, influencing the perception of an organization both on the labor market and in the communities in which it operates.

CSR refers to the social responsibility of an organization - its pro-social, ecological and ethical activities that go beyond its direct goals. Today, candidates, especially younger generations, increasingly appreciate organizations that engage in CSR initiatives because they expect employers to work for the social and environmental good.

The benefits of combining CSR with employer branding include credibility, attractiveness to talent and employee engagement.

The employer that operates responsibly builds a reputation as an employer that can be trusted. Social responsibility is a key factor that candidates consider when choosing an employer.

Employees, especially from the Millennial and Generation Z generations prefer employers that support important issues such as environmental protection, diversity and inclusiveness, or charitable activities. CSR can attract employees who identify with the organization's mission.

CSR activities can increase employee motivation and satisfaction, as they feel they are working for an organization that has a positive impact on the world. This in turn supports employer branding, as satisfied employees often become brand ambassadors.

CSR is becoming an increasingly important component of the Employer Value Proposition (EVP), or the unique value proposition that an organization presents to its current and potential employees.

CSR and employer branding are closely linked in Statistical Office in Kraków. Activities for social responsibility can strengthen the office's image as an attractive employer.

As a socially responsible office, we provide employees with access to reliable education and create a friendly workplace. We want CSR initiatives to have a positive impact on our employees and the local community. Practices implemented in Statistics Poland are closely linked to the guidelines of the international ISO26000 standard. According to the definition contained therein, CSR is the responsibility of an organization for the effects of its activities and the impact it has on society and the environment. The ISO 26000 standard specifies 7 key areas: organizational governance, human rights, labor practices, environment, fair operating practices, consumer issues, social involvement. Employees in Statistical Office in Kraków get involved in actions and events belonging to the area of social involvement and local community development. We conduct collections and charity campaigns, we get involved in sports events of a charitable nature. As part of environmental practices, we carry out educational activities for employees on saving energy and water, we conduct collections of used batteries, segregate waste, and we get involved in world clean-up campaigns. We participate in social campaigns on cancer prevention, supporting people with cerebral palsy, showing solidarity with people on the Autism spectrum, supporting people with Down syndrome, and encouraging voluntary blood donation.

4. Employee Value Proposition (EVP)

Employee Value Proposition (EVP) and employer branding are two closely related elements of HR strategy and human resources management, which aim to attract and retain the best talent. EVP is a promise of value that an employer gives to its employees, and employer branding is the way in which this promise is communicated and how the office builds its image as an employer. Effectively combining these two elements is crucial to attracting the best talents, increasing employee engagement and building a lasting competitive advantage on the labor market.

EVP is a set of benefits and experiences that the office offers in exchange for employee engagement, competence and loyalty. EVP includes various aspects, such as organizational culture, development opportunities, remuneration and benefits, Work - Life Balance, the organization's mission and goals.

The Statistical Office in Kraków, wanting to effectively manage its employer branding, consistently communicates its EVP through all channels, such as intranet, social media, conferences and job fairs, as well as through employee recommendations.

EVP is the foundation of employer branding. What an employer actually offers its employees must be authentically and consistently communicated to the outside world. A well-constructed EVP increases the authenticity of the employer brand, facilitates the recruitment of the right talent, and increases employee loyalty.

If an organization authentically delivers the values it promises in its EVP, employees become brand ambassadors. Satisfied employees will promote the organization among their friends and on social media.

Organizational culture is a multidimensional set of principles, values, norms and beliefs that shape the way an organization functions and how its employees interact. Values, communication, management style, motivational systems and relationships between employees are key elements. A strong and positive organizational culture promotes employee engagement, building trust and achieving the organization's strategic goals.

The most important elements of organizational culture that we emphasize are:

Values, or basic beliefs that guide decisions and actions in the organization. These are the principles that define what is important to the company and what attitudes are valued in it. In our organization, we emphasize innovation, honesty, social responsibility, respect for each other and orientation towards our customers. I described our values in detail in the earlier part of the paper.

Norms and procedures that shape the everyday behavior of employees. Examples include the way of communication, dress code, rules of cooperation between departments, work ethic. These norms shape relationships between employees and influence the atmosphere at work.

Mission and vision. The mission of the organization is its purpose of existence, and the vision is the long-term aspirations of the company. These elements define where the organization is heading and how it wants to be perceived by employees and the environment. This was also mentioned in the previous part of my paper.

Communication. The way information is exchanged between employees, management and teams is a key element of organizational culture.

Communication channels, i.e. emails, meetings, digital platforms, as well as direct interactions, affect how employees cooperate and exchange information. In the Statistical Office in Kraków employees have free access to information (intranet, meeting notes, meetings), and management communicates clearly and regularly.

Management style and leadership. The type of leadership in the organization has a huge impact on the organizational culture. Management affects the work climate and the way decisions are made. The Statistical Office in Kraków is characterized by an authoritarian management style - managers make decisions independently with minimal involvement of employees. Such a style creates a hierarchical culture.

Principles of motivation and reward. The motivational system and the method of rewarding employees are of significant importance in the organizational culture, because they reflect the priorities and values of the organization. The Statistical Office in Kraków focuses on material rewards in the form of promotions and bonuses, or other financial rewards, as well as diplomas and honorary badges for special commitment to the implementation of tasks (The Badge of Honour, The Medals for Long-term Service).

Relations between employees. Organizational culture influences the way employees cooperate and build relationships. The Statistical Office in Kraków promotes cooperation and collaboration. Employees are encouraged to share knowledge, solve problems together and provide mutual assistance. In the organization, we participate in the program of internal trainers of the Statistics Poland, and we implement complex projects in interdepartmental teams.

Development and education. In the Statistical Office in Kraków we invest in the professional development of employees. We build a culture of learning, innovation and continuous improvement. Our employees are encouraged to participate in training and improve their qualifications, which affects their commitment and development. We implement a support system for younger employees, where more experienced employees act as mentors, which helps to develop skills and build trust.

Work atmosphere and environment. Physical and mental working conditions have a huge impact on the organizational culture. It is important how employees feel in the workplace and how this affects their efficiency. We care about the health and well-being of employees and comfortable working conditions. We provide flexible working hours, as well as a balance between private and professional life. We constantly improve the comfort of work in the Statistical Office in Kraków as far as the financial resources are available.

Recruitment and selection of employees. Recruitment processes reflect the organizational culture because they attract candidates who fit the values and work style of our office.

Work-life balance in the Statistical Office in Kraków refers to activities that help employees balance their professional and private lives, which contributes to increased satisfaction, commitment and efficiency. Achieving a work-life balance is particularly important in public administration, where the stability and structure of work can support the introduction of flexible solutions. The most commonly used forms of work-life balance in the Statistical Office in Kraków concern flexible working hours, additional days off and holidays, support for parents and guardian, health and well-being programs, education, as well as financial support for social benefits. We have introduced flexible working hours, which allows employees to adjust the start and end time of work to their

needs. Employees have the option of starting work within a specified time period, e.g. between 7:00 and 9:00, and finishing work after working the required hours.

In some cases, employees can carry out their tasks in a more flexible way, focusing on results rather than a strictly defined schedule.

Employees can perform some tasks remotely, if the nature of the tasks performed allows it. Hybrid work, which combines office work with remote work, allows employees to have more flexibility in managing their time. We offer various forms of **leave and additional days off** that support employees in maintaining a work-life balance.

Employees can take advantage of, among others:

- ✓ Leave on demand (4 days per year) - in the case of unplanned days off, which can be used in urgent situations.
- ✓ Parental leave (32-34 weeks) and parental leave (36 months). Employees can use extended maternity, paternity or care leave, which are adapted to their family needs.
- ✓ Special leave (2 days) on the occasion of the birth of a child.
- ✓ Days off to care for a healthy child (2 days per year, until the child is 14 years old)
- ✓ Days off to care for a sick child (from 14-60 days off, depending on the age of the child and the type of illness).
- ✓ Reduced working hours by the employer before holidays.
- ✓ Reduced working hours by the employer as part of the two hours for the family campaign - a shorter working day on the occasion of a family holiday.
- ✓ Reduced working hours by the employer due to difficult weather conditions (in extreme weather conditions).

We offer **support programs for parents and guardians**. The forms of support we offer include:

- ✓ Leave of absence from work to care for a child. Employees can take additional days off to care for a child or a dependent.
- ✓ People with small children or disabled family members can apply for remote or hybrid work.
- ✓ Individual work schedules for parents caring for small children.
- ✓ Possibility to bring children to work.
- ✓ Co-financing for the summer holidays of employees' children.

We promote a healthy lifestyle and encourage employees to do the same in various ways by **promoting health and well-being programs**. In the form of:

- ✓ Training for employees on burnout.
- ✓ Self-defense training for employees conducting surveys in the field.
- ✓ Instruction for seniors and retired employees on Nordic walking.
- ✓ Training on spine protection prophylaxis.
- ✓ Co-financing for the purchase of corrective glasses and contact lenses by employees.
- ✓ Purchase of special health chairs for people with spine problems.
- ✓ Purchase of larger desks and chairs for the tallest employees.
- ✓ Purchase of footrests for employees.
- ✓ Screening tests financed by the employer for cancer prevention.
- ✓ Challenges and competitions for walking at least 10,000 steps a day with prizes for people who have walked the longest distance in a given month.
- ✓ Challenge regarding cycling to work
- ✓ Co-financing for sports activities at the swimming pool and gym for employees

We strive to **provide education on work-life balance**.

We organize training and workshops on time management, counteracting stress or organizing work in such a way as to maintain a balance between professional duties and personal life.

We offer additional **financial support and social benefits**, which helps employees manage their private lives. Vacations for employees and their families, as well as for retirees, are subsidized. The office operates a relief fund for the most needy and low-interest employee loans. Employees can take advantage of preferential financial conditions in emergency situations, which reduces the burden of private obligations. Employees are eager to join in aid campaigns for the most needy colleagues. Every year, in the pre-Christmas period, we collect help as part of the so-called Christmas Package for sick and needy employees of our office.

The forms of work-life balance in the Statistical Office in Kraków are becoming more and more diverse and adapted to the needs of employees. Introducing flexibility at work, support for parents, health programs and various forms of leave and remote work help employees better manage the balance between work and private

life. These activities not only improve the quality of life of employees, but also increase their engagement and job satisfaction.

5. Utilizing digital marketing

We are aware that digital marketing plays a key role in an effective employer branding strategy, enabling to reach a wide range of potential candidates and build employer's image as an attractive one. Thanks to the various tools of modern channels, we can effectively communicate our values, culture and unique features of the employee offer.

Social media is one of the most powerful digital marketing tools for building employer branding. They provide the opportunity for direct contact with potential employees and sharing authentic stories from the life of our office.

The Statistical Office in Kraków uses Facebook, which is a very good platform for sharing "behind the scenes" - photos and videos from events we participate in, our activities in the field of social responsibility.

We also use YouTube, where we post promotional videos or materials regarding participation in conferences and events.

In terms of digital marketing, we still have a lot to do. Plans for the future include the possibility of using content marketing, running career blogs - publishing employee stories, team successes, descriptions of interesting projects and news in the office, running podcasts and webinars - interviews with employees, team leaders, or webinars on statistical topics.

6. Employees impact on the employer's branding

Employees have a huge impact on the employer's image, as they are not only the "face" of the office, but also key ambassadors of the organizational culture and values of the office. Their daily actions, opinions and behaviors can significantly shape the way the organization is perceived by potential candidates, clients and the community. Employee advocacy is a process in which employees themselves promote their office externally – most often through social media. When employees share their positive experiences, memories of events, team successes or organization's achievements, they have a big impact on building a positive image of the employer.

Employee opinions are often more credible than promotional content created by the promotion or HR department. Potential candidates perceive such content as more honest and realistic, which increases the attractiveness of the organization.

Positive opinions can attract new employees, while negative ones can discourage potential talent. Transparency in opinion management and reactions to negative reviews can also indicate the employer's commitment to improving the organization culture.

If employees are willing to recommend an organization to their friends and family, it works to the employer's image. Recommendations are one of the most effective ways to attract quality candidates.

Organization culture is shaped by the values, norms, and behaviors of all employees. Employees who identify with the organization culture and promote its values contribute to building a coherent image of the office.

Employees who feel good in the workplace and identify with the office's mission and values often share this with their environment. High engagement has a positive impact on how the organization is perceived.

We remember that former employees, just like current ones, have a significant impact on our office's image. How an organization treats employees who leave can significantly affect its reputation. We always conduct an exit interview and ask people what was the reasons for leaving statistical office and what they appreciated most about their job. We also maintain good relations with former employees who have retired, organizing special integration meetings for them, enabling them to take part in joint trips and tourist trips. We also cherish the memory of our deceased colleagues.

Employees play a key role in creating the employer's branding. Their opinions, behaviors, and engagement both inside and outside the office have a direct impact on how the organization is perceived by stakeholder. Positive feedback, activity in social media, authentic promotion of the organizational culture and involvement in CSR activities are key elements thanks to which employees can significantly contribute to building a positive image of the employer.

7. Well-defined procedures of human resources management processes.

Human resources management (HR) processes have a direct impact on employer branding, or the employer's image on the labor market. HR activities affect the experience of employees and candidates, which shapes the perception of the Statistical Office in Kraków as an employer.

Recruitment

The recruitment process is one of the first points of contact between potential employees and the office. Transparency, professionalism and quality of this process have a major impact on building the Statistical Office in Kraków image as an attractive employer.

A positive experience at every stage of recruitment - from the job offer, through contact with the recruiter, to the end of the process - affects how we are perceived by candidates. We pay special attention to clear messages, quick response to applications and openness in feedback. It is good practice to provide feedback even if the candidate does not win the recruitment process.

The recruitment process is consistent with the Statistical Office's values and culture. A clear presentation of the Employee Value Proposition (EVP) at the stage of the job advertisement strengthens employer branding. In our advertisements, we always list what we offer to future employees.

Onboarding

The process of introducing new employees (onboarding) is a key moment that can positively or negatively affect their perception of our office.

Professional onboarding reinforces the positive impression that the employee has gained from the recruitment process. By taking care of the appropriate introduction of the employee to the structures and processes, we strengthen our reputation as a good employer.

Effective onboarding facilitates the adaptation of a new employee to the team and helps in understanding the Statistical Office's values. Thanks to this, the employee gets involved in the organization's activities faster and begins to act as a brand ambassador.

In our organization, newly employed people undergo the so-called preparatory service under the supervision of their supervisor - mentor. This is a period of initial training and introduction of a new employee, the purpose of which is to prepare them to perform their duties in an official position. This is a special stage during which a newly employed person acquires the necessary knowledge, skills and practical experience that are required to effectively perform tasks in public administration. During this time, they have the opportunity to learn the specifics of work in various departments of our office.

The duration of the preparatory service is usually up to 3 months, and its detailed program includes, among others, training in the field of legal regulations, work organization, documentation management and other issues related to the activity of the Statistical Office in Kraków. The preparatory service ends with an exam, the purpose of which is to check whether the employee has acquired sufficient knowledge and skills necessary for work in an official position. This exam is a condition for continuing employment. In our practice, the exam takes the form of a presentation with the participation of the employee, his mentor, HR manager and director.

Development and training management

We invest in the development of our employees and support careers and personal growth of people. The training offer we have for employees is diverse and comprehensive.

Every year we conduct a detailed analysis of employee training needs. The training offer and the number of employees taking part in them are growing year by year. In 2024, the average employee of my office took part in 6 training courses a year. Due to international cooperation and the tasks carried out, we offer English language courses for employees, financed by the employer during working hours. Every sixth employee of the Statistical Office in Kraków learns English at work.

Remuneration system and benefit packages

A fair and competitive remuneration system and attractive benefit packages are important elements that affect employer branding in Statistical Office in Kraków.

In our job advertisements, we openly communicate the principles of remuneration.

What we additionally offer as attractive benefits for employees are an additional annual salary (the so-called thirteenth salary), a bonus for long-term work in the amount of 5% to 20% of the basic salary depending on the documented length of service, a jubilee bonus, health support programs, the possibility of joining a group insurance, co-financing of sports and recreational activities, subsidies for tickets to cultural events, low-interest loans, financial support in difficult situations, non-refundable financial aid, flexible working hours, as well as additional holidays.

Motivating employees

The culture of regular feedback, performance appraisal and setting professional goals strengthens the office's image as an employer that focuses on the development and appreciation of employees.

Reward systems for achievements and results are an important element of building a positive image of the Statistical Office in Kraków. Employees who feel appreciated are more likely to share their experiences, which strengthens employer branding.

We use non-wage and salary incentive systems. Every quarter, employees are evaluated according to an adopted set of criteria, which is the basis for awarding a periodic bonus for special achievements at work. The most popular forms of non-wage motivation that we use are flexible working hours, an interesting offer of training and professional development, clearly defined rules for promotion opportunities and career paths, forms of public rewarding and distinguishing the best employees, an offer of additional days off, health benefits for employees, gifts on the occasion of company holidays, integration meetings and trips, occasional meetings, implementation of wellbeing programs, friendly and modern workplace, privileges for parents.

Employee Relationship Management

The way we manage conflicts, solve problems and listen to employees affects the internal atmosphere and loyalty. We try to engage employees in CSR activities, social campaigns, ambitious challenges. We also remember to ask questions about how they perceive the organization's operations, e.g. in the form of an opinion survey questionnaire.

Offboarding

The way we treat departing employees has a big impact on our image. That is why we have prepared an exit interview questionnaire in which we ask for opinions on the most important aspects of working in the office and the reasons for leaving.

Summary

Human resource management processes are key to shaping and maintaining strong employer branding. All aspects of HR – from recruitment, through development, performance management, to offboarding – affect how an organization is perceived as an employer. The offices that invest in positive employee experiences at every stage of their career build a strong, attractive image, which attracts talent and increases the loyalty of current employees.

Employer branding brings many benefits, both in the context of acquiring new talent and retaining current employees.

The key benefits of employer branding include attracting the best employees, reducing recruitment costs, increasing employee engagement and loyalty, improving organizational culture, building competitive advantage, improving image, increasing employee engagement in social responsibility, and better matching candidates to the organizational culture.

Strong employer branding attracts talented candidates who are more likely to apply with a positive reputation on the labor market.

Employees who identify with the organization's values and culture are more motivated to act. Employer branding helps build stronger bonds between employees and the organization, which leads to greater commitment to the tasks performed.

Satisfied employees change jobs less often, which reduces the costs associated with the need to hire and introduce new people. Employer branding makes employees feel like they are part of the organization, which reduces staff turnover.

Employees who identify with the organization's mission and values are more willing to cooperate and build relationships in teams. A strong organizational culture supported by employer branding leads to better functioning of teams and strengthens trust and communication.

Employer branding helps promote the values that the organization follows every day.

Satisfied employees become ambassadors for their institution, which affects the positive perception of the stakeholders.

Employees who identify with the organization's values are more willing to engage in CSR activities, such as volunteering or pro-ecological initiatives.

CSR initiatives, supported by employees engagement, can attract media attention and increase the organization's visibility as an employer that cares about the environment and local communities. Candidates who identify with the values promoted by the organization fit better into its structure and culture. This leads to lower turnover and higher employees satisfaction.